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# Closing the Financial Need Gap through Annual Giving and Donor Relations

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# **Consultancy Project & Report**

Organization: Gardner-Webb University College of Education

Project Title: CLOSING THE FINANCIAL NEED GAP THROUGH ANNUAL  
GIVING AND DONOR RELATIONS

Candidate: Timothy Edelen

Consultancy Coach: Dr. Betsy Jones

Defense Date: November 4, 2022

Authorized by: Ryan Clark, Assistant Director of Library Development, University  
Libraries Development

## Approval

This consultancy project was submitted by Timothy Edelen under the direction of the persons listed below. It was submitted to Gardner-Webb University College of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

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Dr. Betsy Jones, Faculty Advisor  
Gardner-Webb University

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Date

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Ryan Clark, Site Advisor  
Assistant Director of Library Development  
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Date

## **Acknowledgements**

First and foremost, I would like to thank God for giving me chances even when I did not deserve them. I could write a book on all my poor choices and well-deserved consequences, but God allowed me to rise above them all. I want to thank my son Bryson for making me a better person. He taught me a level of discipline and hard work that has carried me through this program. He is my motivation, and I pray he uses my example as an inspiration to achieve everything he goes after. Next, I would like to thank my parents Michelle and Tim, my siblings Trinity and Timon for loving, and my wife Liz for supporting and holding me accountable even when it hurt. You all are the best! I want to thank my grandparents, Lillie, Welton, Joseph, and Wilma. It is on your backs that I rise, and I promise you I will carry the baton further; thank you for all you do. Additionally, I would like to thank my extended family, church family, and friends for their unwavering support. Finally, I want to thank the University Libraries's development team for allowing me to learn, grow, and lead.

In closing, as I share this project and conclude the program, I want to encourage everyone who reads this that anything is possible through faith, hard work, dedication, and patience. Life is a marathon, and endurance takes you much further than speed. We are all competing with ourselves to be our best version every day. Use my story as an example of how God can take an ordinary person and produce extraordinary results.

This project is dedicated to my grandfather Welton Jones, who died June 5, 2022; I miss you.

## **Abstract**

CLOSING THE FINANCIAL NEED GAP THROUGH ANNUAL GIVING AND DONOR RELATIONS. Edelen, Timothy, 2022: Consultancy Project, Gardner Webb University.

Higher education is currently in a crisis that is affecting institutions of all sizes. As the allotted funds from federal and state governments decrease and additional revenue-generating areas such as tuition fail to close the need gap, many universities and colleges find themselves in a budget crisis. This crisis affects public and private higher education institutions, resulting in the need for philanthropic support from outside sources.

Institutions of higher education, private and public alike, are turning to private giving to meet budgetary demands. As a result of this crisis, both public and private higher education institutions turn to philanthropy to help them receive the funding needed to serve their constituents adequately. (Drezner, 2011, p. 2)

My project explored and evaluated the University Libraries's annual giving and donor relations program of a large, public institution specifically identifying results, strengths, and weaknesses to determine recommendations to bolster the University Libraries's programs. To meet the immediate funding needs, the University Libraries welcomed implementing my project in Fiscal Years 2021 and 2022 to learn and examine the success of the existing programs. As a result, the goal of my project was to create an annual giving and donor relations plan that led to 10% increases in Fiscal Year 2021 and Fiscal Year 2022. The recommendations and deliverables given to the University Libraries will propel it as it enters the last 6 months of its university-wide capital campaign, which ends December 31, 2022.

*Keywords:* annual giving, donor relations, solicitations/appeals

## Table of Contents

1	Introduction.....	1
1.1	Project Purpose .....	1
1.2	Project Qualification .....	2
1.3	Project Complexity and Impact Assessment.....	2
1.3.1	Project Complexity .....	2
1.3.2	Project Impact .....	3
1.4	Project Charter .....	3
2	Project Objectives .....	3
2.1	Outline of Partnering Organization’s Objectives.....	3
2.1.1	Objectives .....	3
2.1.2	Success Criteria.....	4
2.2	Outline of Student’s Objectives.....	4
2.2.1	Objectives .....	5
2.2.2	Success Criteria.....	5
3.	Project Scope .....	5
3.1	Definitive Scope of Work.....	5
3.2	Project Benefits.....	5
3.3	SMART Goals .....	6
4	Disciplined Inquiry .....	6
4.1	Introduction and Theoretical Framework .....	6
4.2	Hypothesis.....	7
4.3	Research Questions.....	7
4.4	Literature Review.....	7
4.5	Methodology .....	8
5	Continuous Improvement Systems .....	10
5.1	Continuous Improvement Planning .....	10
5.2	Continuous Improvement Actions .....	10
5.3	Continuous Improvement Feedback .....	10
5.4	Continuous Improvement Implementation .....	11
6	Deliverables .....	11
6.1	To Partnering Organization from Candidate.....	11
6.2	Deferred Deliverables .....	12
7	Communications Plan .....	12
7.1	Communications Plan Development.....	12
7.2	Stakeholder Engagement Plan .....	13
8	Risks.....	14
8.1	Mitigation and Contingency .....	14
8.2	Constraints .....	14
9	Budget.....	15
10	Analysis and Recommendations.....	15
11	Reflection.....	18
11.1	Professional Learning .....	18
11.2	Personal Development .....	18
	Appendix.....	20
	References.....	51

## **1. Introduction**

The University Libraries at the University of North Carolina at Chapel Hill supports students, faculty, and the Tar Heel community. The library has materials essential to studies and research that create transformational work. In this project, I am critically examining the University Libraries's annual giving and donor relations program to develop and implement a plan to increase annual unrestricted dollars and donors by 10%. Additionally, based on an intensive literature review, analysis of development best practices, implementation, and evaluation of work, I presented recommendations for future annual giving and donor relations activities the library should execute in the upcoming years.

### **1.1 Project Purpose**

My consultancy project aimed to evaluate and improve the University Libraries's annual giving and donor relations programs. The University Libraries is made up of 13 libraries on the campus of the University of North Carolina at Chapel Hill. The library development office raises money for every library on campus. The University Libraries is essential to the success of the University of North Carolina at Chapel Hill because its resources and materials support every area on campus. The library must secure funding as the university's students and faculty depend on the accessibility and vastness of its services and materials. The University Libraries must grow its annual giving and donor relations program, as these are critical activities in the library serving all constituents. Annual unrestricted dollars allow the library to address its greatest need by providing flexible funding that can be used immediately. By improving the annual giving and donor relations program, I aided the University Libraries in addressing its funding need.

### **Technical Terms and Definitions**

- Annual giving – activity that involves asking donors to make donations yearly, possibly increasing yearly amounts.
- Donor relations – effort to engage with donors and ensure they have good experience to provide or continue future support.
- Solicitations/appeals – mail or email communication pieces that ask individuals to make a gift.
- Events – activities that steward, cultivate, or engage individuals on library work or information.
- Unrestricted dollars – dollars used to address the University Libraries's greatest needs. In development, dollars are either unrestricted or restricted in their spending purpose. Restricted dollars have a specific purpose for how they can be used, but unrestricted dollars have no defined purpose and are flexible in their usage. By emphasizing unrestricted dollars, the library can address its greatest need.
- Segments – List of specific groups that have interests or involvement with the library.
- Fiscal year – Dates ranging from July 1, 20xx to June 30, 20xx
- Customer Relations Management (CRM) system – CRMs are platforms that track donor data to be referenced for future use. It also tracks and visualizes data for planning future activities.

- Davie – The CRM system that the University Libraries uses to track and save data.
- GiveUNC – This is the university giving day, where every area on campus sends emails and hosts events in order to earn support from alumni and friends.

## **1.2 Project Qualification**

I partnered with the University Libraries Office of Library Development for my consultancy project. This was a good fit because I want to work in university development, and this project allowed me to build my skills and confidence in development. As I approached the University Libraries, I learned about the organization and its function. Then I learned about the library's financial crisis as they were facing budget cuts due to the pandemic. Next, I learned about the library's need to increase its annual giving and donor relations programs to increase annual unrestricted dollars and donors, and I felt this was a good match. From there, we discussed the project's details, including the timeline that started on September 1, 2020 and ended on June 30, 2022. Due to the time frame, there was a mutual agreement that the project would include implementation and evaluation of work as the project covered 2 fiscal years. In this project, I was tasked with developing an annual giving and donor relations plan that would bring a 10% increase to annual unrestricted dollars and donors. Additionally, I evaluated my performance and created recommendations that the library could execute in the future. My work qualified as a project because it required resources, coordinating tasks, and leading. There were several interactions with the campus department and campus partners, all of which were crucial in the project being deemed successful.

## **1.3 Project Complexity and Impact Assessment**

The multiple projects, events, and communications required numerous partners to ensure success in the purpose and deliverables of the project. My consultancy project with the University Libraries at the University of North Carolina at Chapel Hill was a cross-departmental and campus partnership that resulted in the library developing an annual giving and donor relations program that increased unrestricted annual dollars and donors. As the project manager, I worked closely with each unit as they worked to complete tasks essential to the project's success. In order to work with each unit, it required understanding each unit's function and communicating with them in a way that leads to success. The project's impact was significant because the deliverables brought in annual unrestricted dollars and donors. As stated in the project purpose, I aimed to evaluate and improve the University Libraries's annual giving and donor relations programs. By successfully fulfilling the project's purpose, students, faculty, and the Tar Heel community benefited from the resources, materials, and services the library provided, which resulted in additional support.

### **1.3.1 Project Complexity**

As stated in Section 1.3, the project was very complex because it required cross-campus and department collaboration to ensure all deliverables and goals were met. The first deliverable was the annual giving and donor relations plan and activities to guide the project's work. Once I developed the plan, I shared it with the project partners and determined the products which became the deliverables. Once there was a unanimous agreement, I could move forward with the project. Each deliverable took multiple partners working together to create compelling content

that would draw support from donors. The partners in this project were the library communication team and the university-wide central annual giving team. Both partners had extensive knowledge in their areas, but I had to cultivate their expertise and guide them towards a goal that executed the project's purpose. Next, a donor base analysis was conducted to learn donor interest. After identifying donor interest, we created compelling content that aligned with what donors identified in our project deliverables. The project was also complex because it required constant adaptation to ensure its purpose was fulfilled. Budget cuts and employee turnover required me to utilize additional library resources to achieve the desired results. As a result of the complex collaboration and initial effort to create quality products, the University Libraries successfully fulfilled the project's purpose (see Appendix A).

### **1.3.2 Project Impact**

The project's impact was significant because it brought additional resources and materials to the library that benefitted students, faculty, and the Tar Heel community. As stated in Section 1.1, the project purpose, the University Libraries is essential to the success of the University of North Carolina at Chapel Hill because its resources and materials support every area on campus. The library needed unrestricted dollars and donors to help fill the financial gap. This project's impact was significant because the deliverables increased annual unrestricted dollars and donors. Additionally, the plan that was delivered and recommendations that were given created an active annual giving and donor relations program and annual improvements that will ensure the library continues to increase unrestricted dollars and donors in the future.

### **1.4 Project Charter Information**

The project charter was a critical part of the work as it contained the details and was the binding contract between the project manager, sponsor, and host. The project charter outlined the specific goals to achieve and who would be involved. The project charter ensured that the consultant and partnering organization had a mutual understanding. Finally, the charter listed the deliverables and SMART goals that aided the project's purpose (see Appendix B).

## **2. Project Objectives**

The project's objectives were part of the deliverables that ensured the University Libraries's project purpose was fulfilled. My consultancy project was unique because I implemented some initial actions and evaluated them to determine their success. The objectives all aided the library in achieving the unrestricted dollars and donors. The objectives were selected after considering the best actions to fulfill the project's purpose.

### **2.1 Outline of Partnering Organization's Objectives**

#### **2.1.1. Objectives**

Objective 1: Develop an annual giving and donor relations plan and activities for the University Libraries

- Strategies

- Learn best practices
- Identify past activities' successes and failures
- Strategically plan programs activities

Objective 2: Increase annual unrestricted dollars and donors by 10%

- Strategies
  - Increase yearly appeals/solicitations and communication pieces
  - Retain and identify new donors through library events and interest
  - Identify new segments to send library communications
  - Learn best practices to increase donors and dollars

Objective 3: Increase library GiveUNC activities by 10%

- Strategies
  - Identify new segments to engage
  - Learn best practices for university giving days
  - Bolster social media engagement to draw new attention
  - Engage with students and young alumni

Objective 4: Increase library events activities by 10%

- Strategies
  - Increase the number of library invites sent
  - Capitalize on library stories and communication pieces
  - Discover new segments to solicit

### **2.1.2 Success Criteria**

The project's success was measured by University Libraries successfully achieving the objectives of the project. This project was also evaluated in its ability to fulfill the project purpose. To determine the percentage increase in Section 2.1.1, I identified unrestricted dollar and donor percentages from previous years. Then I considered the budget cuts and other potential risks listed in Section 8 and determined a 10% increase was appropriate. As a result of the project's work, there was a 12% increase in unrestricted dollars and a 6% increase in donors. The GiveUNC performance increased by 59%, and there was a 15% increase in the number of library events held. As a result of this work, the University Libraries increased its annual unrestricted dollars and donors when comparing Fiscal Year 2021 to Fiscal Year 2022 (see Appendix C).

## **2.2 Student's Personal Leadership Objectives**

As stated previously, my project is in the university development field, which is the field I want to work in and become a leader. My objectives were determined by understanding university development and considering the skills necessary for me to progress in my career. This section describes how the project complimented my skills and facilitated my ability to learn, grow, and become a leader in university development.

### 2.2.1 Objectives

**Initial Objectives:** To utilize my existing skillsets around university development to evaluate the University Libraries's current annual giving and donor relations programs to improve them while gaining functional experience in university development.

**Adapted Objective:** Discovered the best annual giving and donor relations practices to create recommendations for the University Libraries. These practices were implemented and reviewed annually to ensure the growth of the programs. This showed my ability to learn and be an expert in university development.

### 2.2.2 Success Criteria

The success of this project was determined by my knowledge and practical experience gained in university development, specifically my ability to understand, interpret, and implement annual giving and donor relations activities. Success was also measured by my ability to the lead work that led to the success of the project for the University Libraries.

## 3. Project Scope

This project's scope involves determining and documenting a list of specific project goals, deliverables, tasks, and deadlines. In this section, I list each item's specifics and share how they all connect to the project purpose: to create an annual giving and donor relations program that will increase unrestricted yearly dollars and donors.

### 3.1 Definitive Scope of Work

This project evaluated, implemented, and created recommendations for the University Libraries's annual giving and donor relations plan. The primary goal of this project was to develop a program that led to positive results, which were a 10% increase in annual unrestricted dollars and donors and future sustainable program practices for the University Libraries.

### 3.2 Project Benefits

The first benefit of this project was the annual giving and donor relations activities and plan that guided the University Libraries to fulfilling the project purpose. This plan was presented and implemented throughout the project and was essential to the library earning annual unrestricted dollars and donors. The next benefit of this project was a 12% increase in unrestricted dollars and a 6% increase in donors. Though the aim was a 10% increase in donors, the results displayed that more intentional efforts to attract more donors will lead to continued growth. Next, there was a 59% increase in the library's GiveUNC performance and a 15% increase in the number of library events hosted. The University Libraries increased annual unrestricted dollars and donors with all these performances. As a result of this work, the library had more resources for students, faculty, and the Tar Heel community.

The next benefit of this project was the appeals, solicitations, and library communications pieces. These pieces were all essential to the library drawing support and took extensive knowledge and campus collaboration to ensure they were successful. These communication pieces all lead to success and serve as a replicable example for future work. Finally, the last benefit is the recommendations shared with the University Libraries. This project was unique because it was implemented and evaluated before the recommendations were delivered. As a result of this uniqueness, the recommendations will lead the library to create an effective and sustainable annual giving and donor relations program that leads to increases in annual unrestricted dollars and donors.

### 3.3 SMART Goals

In this project, I identified five SMART goals that all assisted in fulfilling the project purpose. The SMART goals were all tied into the project deliverables and were essential in achieving success in the project, as stated in Section 2.1.2. The SMART goals also helped me fulfill my personal leadership objectives, as they required me to develop, plan, implement, and evaluate annual giving and donor relations program activities that led to support for the University Libraries. I have listed the specific SMART goals in the chart below.

Number	Goal	Deadline
SMART Goal One	Develop Annual Giving and Donor Relations Activities	September 30, 2020
SMART Goal Two	Increase annual dollars by 10%	June 30, 2022
SMART Goal Three	Increase annual donors by 10%	June 30, 2022
SMART Goal Four	Increase GiveUNC performance by 10%	June 30, 2022
SMART Goal Five	Increase number of donor engagement pieces by 10%	June 30, 2022

## 4. Disciplined Inquiry

The discipline inquiry of this project was developed to fulfill the project's purpose. In this section, I introduce the details of the project and discuss the theoretical framework. Next, I list the hypothesis that guided me as I interacted with campus partners and created engaging work for library donors. Then I list research questions to dissect and address the library's financial challenge as I review the literature on the best practices in university development. Finally, I describe the methodology used to capture data as I created the project's deliverables and recommendations.

### 4.1 Introduction and Theoretical Framework

As stated in the project purpose, the University Libraries at the University of North Carolina at Chapel Hill was in a financial crisis. Typically, the library received additional funding from state and federal governments; however, due to the pandemic, budget cuts, and the rising cost of resources and materials, the state and federal funding failed to cover all needs. Like other areas of the University of North Carolina at Chapel Hill, the University Libraries depended on the tuition and other expenses to meet the gap, but that too fell short. As a result, the University Libraries needed unrestricted private dollars to help it meet its needs by bolstering its annual giving and donor relations program.

My project works in university development, which is the practice of raising money for different areas and units at a university. Money is raised by connecting with alumni or friends and asking them to support specific areas. The donors are engaged in various ways, including appeals, solicitations, and direct contact. The University Libraries is a fast-paced area because it innovates and pays attention to social events. As a result, I used Kurt Lewin's change model theory (Burnes, 2019), as my theoretical framework when considering the project's purpose and success. The change theory uses three stages: unfreezing, movement, and refreezing to implement change. The University Libraries's annual giving and donor relations programs were analyzed, evaluated, and executed during my consultancy project. Some of the changes were quick and real-time, and Lewin's change model best fit the library's needs. I selected Lewin's change theory because rather than completely disrupting the process, it addresses parts that need to change to make things more efficient and effective. In universities, development processes change very fast due to social justice issues, financial market volatility, and university issues. For example, when the pandemic occurred, the dollar amounts asked for were drastically reduced, and the language and theme of library communications and appeals were changed. This meant the already established plans were still happening, but the written and visual content would change. Lewin's change theory gave me the best opportunity to fulfill the project purpose and ensure the annual giving and donor relations program was successful.

## **4.2 Hypothesis**

As stated in Section 4, the library was in a financial crisis, which impacted its ability to provide for students, faculty, and the Tar Heel community. As a result, the University Libraries sought to bolster its annual giving and donor relations to secure unrestricted annual dollars and donors. The hypothesis for my consultancy project was, "How can the University Libraries grow its annual dollar and donor amount to address its budget needs and continue to draw support from the constituents?" During this project, I addressed this hypothesis by collecting data from surveys and the library's CRM systems, Davie. Next, I used Lewin's change theory to help in the implementation and then evaluated the results for future library annual giving and donor relations activities. Finally, at the end of the project, I assessed all activities to ensure I successfully addressed the hypothesis.

## **4.3 Research Questions**

1. How can the library increase the annual number of donors and dollars needed to overcome the budget cuts and fulfill the needs of its mission?
2. What sustainable practices can the University Libraries implement in its yearly activities to increase the financial gaps presented by the new budget cuts?
3. How can the University Libraries get its message to the appropriate people who will be interested in supporting the work the University Libraries delivers?

## **4.4 Literature Review**

The review included information from vast literature sources, highlighting the budget crisis common to both public and private universities and the strategies adopted towards amassing more resources for continued operations. The review included 30 peer-

reviewed sources comprising books and articles covering significant themes associated with the topic under investigation.

Each article presented ideas regarding how to run a program, utilizing many services, events, and solicitations to create a successful annual giving and donor relations program. A review of the articles exposed three specific themes related to the budget deficit and public and private universities' strategies to increase annual dollars and donors. The project's themes included the role and significance of annual giving programs, the importance of donor relations in raising money, and how to integrate annual giving and donor relations programs successfully.

The articles answered the following questions: What strategies should educational institutions employ to build successful annual giving programs? What methods result in the creation and maintenance of donor relation programs? And finally, how can educational institutions integrate annual giving and donor relations programs to secure funds for private and public institutions (see Appendix D).

#### **4.5 Methodology**

I used the convergent method to collect data for this project. Additionally, quantitative and qualitative data were collected and analyzed. I collected qualitative data by sending a digital survey to donors to learn their reason for supporting the University Libraries. I also used interviews to learn more about why a person makes a gift.

During the interviews and survey, I always asked donors three questions to start the conversation:

1. What is your affiliation with the library?
2. What area of the library are you most interested in?
3. Why do you support the library?

By asking these questions, I was able to capture valuable data that assisted me as I created content for library communication and projects. Quantitative data were collected using the CRM platform Davie. The data collected showed trends in giving and illustrated the library's performance over the years. These data were instrumental in benchmarking the program before evaluation and developing the annual giving and donor relations plan. Finally, the quantitative data were instrumental in evaluating the results and adjusting the University Libraries's deliverables. I was able to set project SMART goals by identifying fiscal year totals, determining appeal performances, and learning about the interest of donors who attended University Libraries's events or activities. Each activity was essential in guiding the actions that led to the deliverables of the project (see Appendix E).

### Examples of Survey/Interview Results

What is your affiliation with the library?	What area of the library are you most interested in?	Why do you support the library?
Researcher	Collection	I am compiling a global chronicle of ancient and medieval history and archaeology that as of this afternoon 10,243 pages and at this moment 5,484,910 words. Therefore, I appreciate having access to a university library because I estimate that I am only about halfway done.
Alumni	Student Success	As a student, I shelved books and journals, and then after I graduated, I worked at HSL for 10 years, then went to grad school, while working.
Alumni	Library in General	Giving to UNC Libraries is a gift to the entire university
Alumni	Student Success	The library was central to my experience as an English Department graduate student. The special collections--the North Carolina Collection, Rare Books, the Southern Historical collection--were especially formative. Back "in the day," I had a carrel in the stacks in Wilson and essentially lived there. Great memories!
Alumni	Collection	Wilson Library, the Undergraduate (R.B. House) Library, and the Law Library were the center of my intellectual life in my 7 years at UNC.
Alumni	Library in General	I'm an alumnus and recognize and appreciate my UNC education! Thank you!
Friend		We know how special an education at UNC is and want to support the university. My father and uncles went to college at NCSU and UNC--a program like Carolina Covenant would have been a great help to them.
Faculty	Special collection	<p>In recognition of the 32 years that I spent as a UNC faculty member, and of the service my wife gave to the Rare Book Collection. Also, in gratitude for the graduate education I received in the Dept. of City and Regional Planning.</p> <p>Nevertheless, my allegiance is split. I received my undergraduate and law degrees from Duke, and I will definitely be cheering for Duke in the big basketball game against Carolina this Saturday night.</p> <p>Go Duke!</p>
Friend	Library in General	Libraries, especially at UNC, are one of the greatest keys to knowledge.
Alumni	Collections	While at UNC I worked at Wilson Library as a work study student and that building became my favorite building on campus. The reading room is a hidden gem in plain sight and was my favorite place to study.
Researcher	Special collection	I appreciate the library even more and specifically its Russian history collection and ILL department, owing to the exceptional service I received during the pandemic.

## **5. Continuous Improvement Systems**

This section discusses what I learned in evaluating the consultancy project and shares what I think the library should do in the future to succeed. As stated in the project purpose, the University Libraries needed to improve its annual giving and donor relations program to increase annual unrestricted dollars and donors. In the continuous improvement systems, I analyzed the project's outcome and then created plans, actions, and feedback to ensure the program achieved continued growth and success in all future University Libraries's philanthropic activities.

### **5.1 Continuous Improvement Planning**

The University Libraries's annual giving and donor relations program requires continuous evaluation and program restructuring. The University Libraries was amid significant budget cuts and needed annual donors and dollars to address the problem, which resulted in this project. All SMART goals and deliverables were achieved based on the project's results. Based on the success criteria section, this deemed the project successful. However, in the university development industry, things are constantly changing and adapting to society. As a result, I listed four recommendations in Section 8 that should be implemented in the years following this project that add additional elements to the library's annual giving and donor relations program. These recommendations add to the deliverables and other actions from the project by improving on past actions and using technology to better engage with future donors.

### **5.2 Continuous Improvement Actions**

The University Libraries implemented the annual giving and donor relations program plan, which coincided with the deliverables of the project. The library fully implemented the activities and plan throughout the project's tenure and saw positive results. The University Libraries is planning to continue to use the recommendations as they close out the university-wide campaign, which ends on December 31, 2022. There is a plan to implement giving societies, encouraging donors to increase giving. Giving societies are communities within the University Libraries's donor base that make yearly gifts around a certain dollar level.

This practice allows the library to upgrade donors' yearly gifts by creating incentives and thanking donors in distinctive ways, which grows the donor base in the number of donors and unrestricted dollars. The library is also looking to utilize technology better to attract donors and survey current donors when determining appeals and library communications content. Finally, the library development staff will continue to watch environmental factors and industry factors to ensure their content is congruent with the culture of the university and other library departments.

### **5.3 Continuous Improvement Feedback**

I recommended that the University Libraries use the existing CRM system more comprehensively to benchmark its annual giving and donor relations program. Currently, the University Libraries uses Davie, the CRM platform that contains all donor information. I recommend that the University Libraries utilize Davie's new adaptation that connects to Salesforce analytics. Salesforce analytics allows the University Libraries

to track all development activities and donors' interactions based on how they engage with library digital content. Using this platform, the library can better benchmark donors and the outcomes of their annual giving and donor relations activities. The University Libraries implements several activities that have quantitative results. The library can make annual changes by benchmarking the program and its activities to produce better results. I recommended that the University Libraries look at the appeal total throughout the year, specifically looking for dollar totals and donor content engagement to determine the best practices for its programs. By benchmarking all activities, the University Libraries can evaluate the recommendations to make all necessary changes. This feedback is essential to the University Libraries's future annual giving and donor relations success.

#### **5.4 Continuous Improvement Implementation**

The most critical recommendation in the planning process for the University Libraries is the need to benchmark the work previously conducted, resulting in an effective annual giving and donor relations program and the need to implement library giving societies. These implementations ensure the library continues to increase annual unrestricted donors and dollars, confirming the library's initial problem will be continually addressed.

### **6. Deliverables**

This section lists the six deliverables that fulfilled the project's purpose. These deliverables also had SMART goals attached to them, and they directly impacted the success of the consultancy project and the University Libraries's annual giving and donor relations program, increasing annual unrestricted dollars and donors.

#### **6.1 To Partnering Organization From Candidate**

**Annual Giving and Donor Relations Activities:** This detailed plan and activities guided the University Libraries's annual giving and donor relations actions that helped it reach the goal of increasing annual unrestricted dollars and donors. Due: September 30, 2021 (see Appendix F).

**Appeals:** These are written pieces sent to donors to raise money. These consisted of three themes with multiple appeals, and the dates of the pieces are listed below (see Appendix G).

- Calendar year-end appeal – Due: December 1, 2021, and December 1, 2022
- Fiscal year end – Due: May 25, 2021, and May 25, 2022
- GiveUNC Appeals – Due: March 30, 2021, and March 29, 2022

**Donor Event:** These were activities that highlighted library work and stories throughout the consultancy project to engage donors and draw annual unrestricted dollars and donors' support for the library. These events include panel discussions, lectures, talks, and exhibit tours. We had four a year: September, October, December, March 2021, and 2022 (see Appendix H).

**GiveUNC:** The University Libraries's giving day was hosted on the last Tuesday of March each year. This day consisted of appeals, events, and student/donors' engagement, all in an effort to draw support to the library. Due: March 30, 2021, and March 29, 2022 (see Appendix G).

**Donor Newsletters:** These were newsletters sent to donors to share updates on the state of the library and to send save the dates for events. There was also an option to learn more about the library when donors were interested in additional information. The newsletters resulted in parties being contacted by library staff. Some of these follow-ups led to large gifts for the library. We sent these quarterly throughout 2021 and 2022 (see Appendix I).

**Communication Calendar:** The University Libraries sent communication pieces throughout the year. The communication calendar was shared with campus partners, contained the theme of each communication piece, and displayed the timeline for each project's implementation. Due: December 2021 (see Appendix J).

## 6.2 Deferred Deliverables

There were no deferred deliverables during the duration of the project.

# 7. Communications Plan

The communication for this project was critical, as there were several moving parts at the University Libraries. Communication was frequent and detailed to ensure we achieved our project deliverables. All the pieces during this project required cross-department collaboration. I communicated with the project sponsor through email and virtual meetings. I communicated with the project host through email, virtual meetings, and in-person communication. My communication with the project host was weekly, as the project deliverables were constant and complex. I also communicated with external constituents including students and donors through the mail, email, social media, and in-person channels.

## 7.1 Communications Plan Development

When developing the communication plan for this project, I first thought about the stakeholders involved and the materials and channels needed to fulfill the project purpose. I wanted to engage each stakeholder appropriately and create content that would lead to the success of University Libraries's annual giving and donor relations. First, I used the CRM software to learn demographic data and the communications database to see past work and sent a survey to discover donor interests. I determined the information and content sent out: acknowledgments, appeals, and donor engagement events. Then I used email, mail, social media, and in-person communication mediums to communicate with each stakeholder. Finally, I determined the best time to have each event and placed all activities in a cumulative project calendar shared with all stakeholders (see Appendix K).

## 7.2 Stakeholder Engagement Plan

Each stakeholder had a significant role throughout the project and was valuable to fulfilling the project's purpose and successfully leading the library. The chart below discusses each stakeholder's role in this project.

<b>Stakeholder Name</b>	<b>How</b>	<b>Engagement</b>
University Libraries	Project Host	Various communication mediums
Gardner Webb University	Project Sponsor	Various communication mediums
Project Manager	Tim Edelen, Program Manager	I engaged through the project's work that was critical in the library addressing its financial needs.
Donors	Donors were the key market to increase annual goals.	Donors engaged with the project through solicitations, events, and social media posts.
Students	Students were the key beneficiaries of the library support. Student stories and voices moved donors.	Students were engaged through social media, email, mail, and in-person communication.

## 8. Risks

The section displays the risks that could have impacted the project's success. Along with the risk, there was a mitigation plan to ensure I stayed on track to complete the project. The chart below thoroughly explains the risk and mitigation plan.

<b>Risk Assessment</b>		
<b>Risk</b>	<b>*Level</b>	<b>Mitigation Plan (if high or medium)</b>
The budget was a potential risk to the project. Like most organizations COVID-19 and its effects caused the libraries to adjust, making the budget a potential threat to the project.	High	We adjusted practices and activities and expanded available technology to ensure the project and plans occurred. We leaned on university-wide services to move projects and tasks forward. We strategically determined events we would carry out in hopes of a more substantial outcome.
If the readily available technology is taken due to the inability to pay for it. This technology is used for appeals, communications, and all events.	Mid	We used the materials available and adjusted them to ensure my plan was carried out successfully. We used papers, technology, and platforms for partnering areas within the University Libraries.
Personal change with my partnering departments in the project.	Mid	We made sure that available employees were ready to help despite the changes. The commitments are group and department commitments rather than individual commitments to remain despite employee turnover.
UNC-CH development standards may need to be adjusted because of changes in the development industry.	Low	I stayed in constant contact with the Library Development team to ensure I understood the mission and vision of the University Libraries.

### 8.1 Mitigation and Contingency

The chart above explains the potential risk of the project. Next, the chart shared the plan to avoid the risk and discussed the actions to do if the risk occurs. The mitigation and contingency plan was essential as it laid the steps to ensure the project was successful.

### 8.2 Constraints

The first constraint to this project was the departure of the original executive director of library development. I worked very closely with the executive director for the project's duration. The executive director understood the project and the recommendations and approved the budget for implementing the project. Once the executive director departed, I had to hold off on some technology and implementation until a new point person reapproved the plans. The new executive director made minor changes, but ultimately the project was successful.

Another constraint of the project was the impact of COVID-19 on the potential donors and the budget. This project ran the course of 2 fiscal years, which runs from July 1 to June 30. The university restricted what we could do, so I adjusted our practices to ensure the project's success. The pandemic tremendously impacted the budget because state funding was cut and forced, resulting in the library's need to bolster its annual giving and donor relations program to increase annual unrestricted dollars and donors.

## 9. Budget

### 2021–2022 Budget

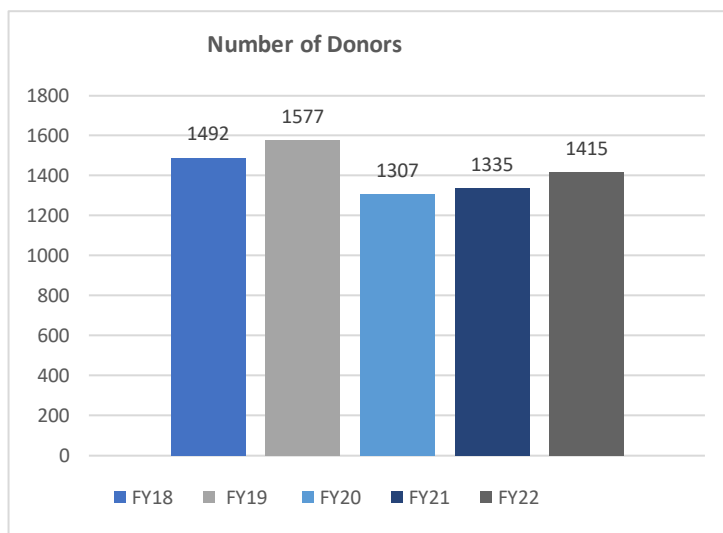
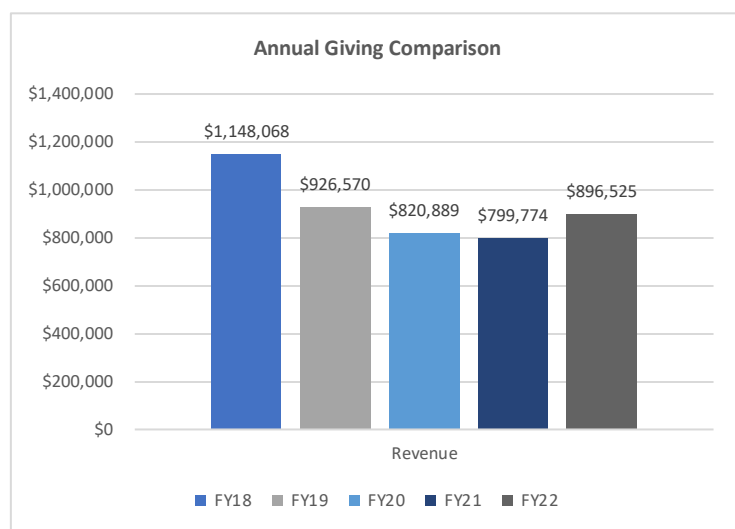
Program Area	Item expenses	Expense
Annual Giving	Appeals/Solicitations	\$10,000.00
Annual Giving	Technology	\$5,000.00
Annual Giving	Appeal SWAG	\$3,000.00
<b>Annual Giving</b>		<b>\$18,000.00</b>
Donor Relations	Mailing Services	\$5,000.00
Donor Relations	ThankView Technology	\$5,000.00
<b>Donor Relations</b>		<b>\$10,000.00</b>
Communications	Freelance writer/designer	\$8,000
Communications	Social Media Content	\$1,000.00
Communications	Designer	\$2,000
<b>Communications</b>		<b>\$10,000.00</b>
Events	FOL Board Meeting	\$15,000.00
Events	Donor Events	15,000.00
Events	Vendor	\$10,000.00
Events	SWAG	\$5,000.00
<b>Events</b>		<b>\$25,000.00</b>
Operations	Professional development/ Research	\$2,500.00
Operations	Data Research	\$2,500.00
<b>Operations</b>		<b>\$5,000.00</b>
<b>Miscellaneous</b>		<b>\$2,000.00</b>
	<b>Total Budget</b>	<b>\$70,000.00</b>
Annual Giving		\$14,500.00
Donor Relations		\$8,000.00
Communications		\$7,500.00
Events		\$24,000.00
Operations		\$4,100.00
	<b>Total Expenditures</b>	<b>\$59,100.00</b>

The budget covered five areas: annual giving, donor relations, communications, events, and operations. Each area was essential in the project achieving its deliverables and success.

## 10. Analysis and Recommendations

### Analysis

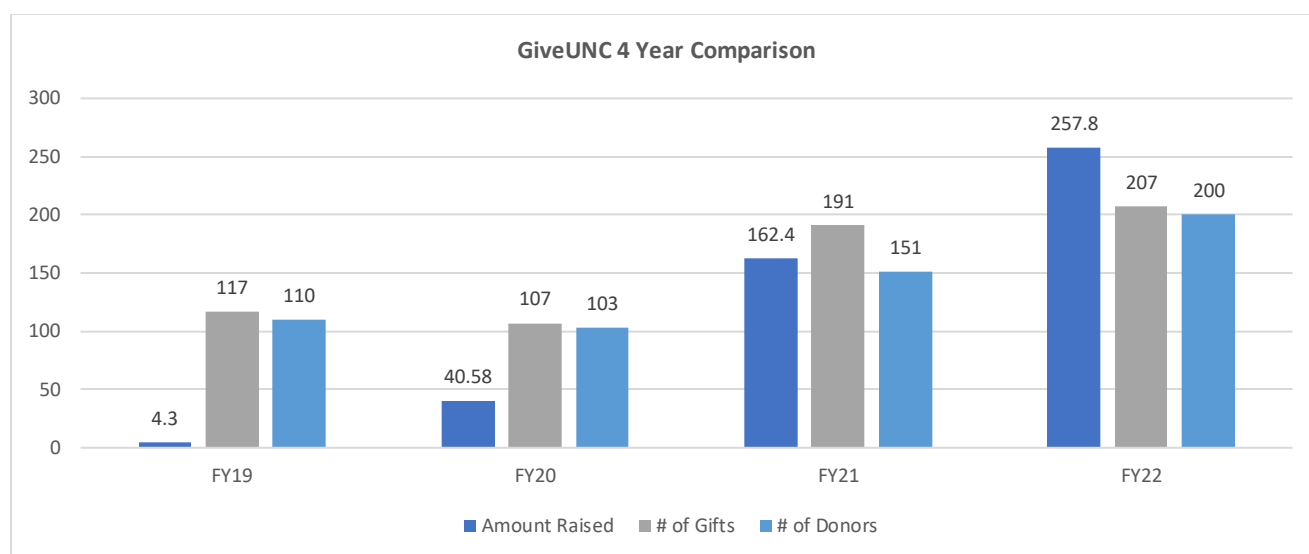
During the duration of this project, the University Libraries secured a 12% increase in annual unrestricted dollars and a 6% increase in donors when comparing data from Fiscal Year 2021 to Fiscal Year 2022. This increase correlates to the appeals and solicitations that went out over time. In Fiscal Year 2021, the library sent out six mail and email appeals, but in Fiscal Year 2022, the library sent out 12. The library also increased the number of events and engagement activities throughout the year.



The University Libraries tracked interactions with donors and analyzed the past content performance to determine what information received the most engagement. As a result, the library was well-positioned to carry out the work needed to increase annual unrestricted dollars and donors. In Fiscal Year 2022, library development partnered closely with library special collection curators and department heads and used their voices to engage with interested donors. As a result of the library stories used, we included them in our appeals and solicitations, which drove donors to our content. Additionally, the library interacted with campus partners more intentionally. The library would host events for other areas on campus to draw Tar Heel community members to the library; from there, we would display library work and show how we impact all Tar Heels. These events fit well based on the communications calendar and utilizing important dates on campus draws like sports, parents' weekends, reunions, homecoming, and graduation.

The University Libraries had a particularly great GiveUNC event, experiencing a 59% increase in dollars raised, gifts made, and donors who participated in the day. The library engaged with donors on GiveUNC, the university giving day, by using social media and appeals and hosting an in-person. Additionally, the library implemented a communications calendar specifically for GiveUNC that was instrumental in increasing annual unrestricted dollars and donors.

In this project, I researched best practices and used that information to create an annual giving and donor relations plan implemented during Fiscal Years 2021 and 2022. The University Libraries identified and engaged donors at a higher rate, which resulted in increased annual donors and unrestricted dollars. As a result, the University Libraries saw a 63% increase in dollars raised and a 7% increase in donors who participated in GiveUNC.



## Recommendations

**Increase segmentation for all communication activities:** The University Libraries is a unit with no natural alumni base, unlike most others on the campus. The library does not graduate students; instead, the library supports all students on campus. Mass communication is key to getting the message out to more people in development. For the University Libraries to address the financial crisis, it needed to expand its segmentation. The library found other relationships and tied a group of people to the University Libraries. While presenting the recommendation, I shared two examples: former student library workers and members of the philanthropic dialectic society on campus. Based on my inquiry, the library averages approximately 1,300 donors annually, and the average communication piece goes to approximately 9,000 people. By expanding the segments, the University Libraries could attract future donors, leading to more annual funding.

**Add team members to the University Libraries Development Team:** The University Libraries development team consists of four people. There is space in the budget to bring on an additional teammate to directly meet with donors and ask for more significant gifts from the library. Specifically, a director of development position is available on the team. This role's purpose is to directly meet with people and ask for large gifts for the library. Based on industry practices, large gifts can increase the annual dollars and allow the library to forecast its budget. By adding a director of development, the library will have a better opportunity to meet with people and directly solicit donors for more significant gifts to the library. Please note that this recommendation is currently in the implementation phase, as the University Libraries is looking to add a new member to its team.

**Create Giving Societies:** The University Libraries currently does not have donor societies. Currently, the library has one group named "Friends of the Library." Based on interviews with current donors, I learned that donors would like societies with incentives

based on support. Also, most library donors graduated in the early to mid-1970s. The younger donors would like a society for young alumni where they can stay engaged as they progress through their careers. Luckily, the university already has a naming convention for donor societies, with little room for flexibility. I recommend that the library creates societies to engage through various giving levels. Based on practices, young alumni societies lead to major donors later in life, and there is a proven benefit in creating societies.

**Benchmark Program:** Annual giving and donor relations are constantly evolving. As a result, I recommend that the University Libraries review the giving and donor relations annually to ensure the program is efficient and effective. The benchmarking activities include tracking the success of all activities to look for strengths and weaknesses. Once the information is pulled from the CRM system, I recommend the library compare it to the previous year's results and make changes to ensure the program remains successful. Based on best practices, yearly benchmarking leads to sustainable success in annual giving and donor relations programs.

## 11. Reflection

### 11.1 Professional Learning

My consultancy project consisted of me strategically evaluating, developing, and implementing an annual giving and donor relations program for the University Libraries to address the problem it was facing. The program consisted of written communication pieces that engaged, solicited, and thanked donors for their library support. This opportunity was priceless for me professionally as it allowed me to lead major projects and have them evaluated through their results. I aspire to be vice-chancellor of university development at a college, university, or foundation. This project allowed me to learn critical skills leading to my professional leadership journey.

Leading an annual giving program consists of marketing, writing, strategically determining themes and timing, and working with external partners to create material. The second part of annual giving consists of strategically communicating with potential donors, asking for meetings, and then building a relationship with them to a point where they can be asked to make a gift. Donor relations involve planning events and activities to introduce and engage donors with library information. The second part of donor relations consists of thanking donors for their support so they have such a good experience that they choose to support the library again. As a result, of this project, I have sufficient knowledge to carry me well as I matriculate through my university development career.

### 11.2 Personal Development

The Doctor of Education program in organizational leadership at Gardner Webb University and my consultancy project caused my confidence to increase. Before entering this program and starting this project, I was not confident in my ability to lead and make decisions that could be successful. I was in a role where I lacked much

visibility or responsibility, but when I identified my project partner, I put myself out in the open, where I could fail.

Through the tenure of the project and the doctoral program, I learned how to address failure and react positively to change. There were also changes throughout my project, and I could adjust to them. I learned that hard work, dedication, and consistency carry me when leading an organization.

Finally, I learned that leadership is not just telling people what to do, but good leadership builds relationships, demonstrates good actions, and stays open to change. When I lead in the future, I will draw on my experiences from this program and project to guide me in all actions.

## Appendix A

### Project Assessment Rubric

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Impact

	Not a Project
	Minor Project
	Medium Project
	Major Project

Matrix Result \_\_\_\_12\_\_\_\_Major Project\_\_\_\_12\_\_\_\_

## Appendix B

### Consultancy Project Charter

1. General Project Information				
Project Title:	Annual Giving and Donor Relations Plan for University Libraries			
Project Host(s):	University Libraries at UNC Chapel Hill			
Project Sponsor (GWU):				
Project Manager:	Tim Edelen	Date: 11/17/20		
Project Description	<p>In this project, I will led, developed, and implemented an annual giving and donor relations plan for the University Libraries at The University of North Carolina at Chapel Hill. Annual giving and donor relations are essential to University Libraries operation. To ensure that my plan was successful, I captured annual giving performance numbers from the previous year's efforts and compare them to future numbers. To ensure donor relations improved, I captured the number of events and identified the the number of donors from the past Fiscal Year. My goal in this project was to see visible growth and improvement in each area.</p>			
2. Project Participants and Roles (add or delete lines as needed)				
	Name	Role	Telephone	E-mail
Project Manager:	Tim Edelen	Manager	919-757-2378	tedelen@gardner-webb.edu
Team Members:	University Libraries Developemt Staff	Collobrators on much of the projects		
3. Stakeholders (e.g., those with a significant interest in or who will be significantly affected by this project)				
1. I as the project manager was a stakeholder in this project.				
2. University Libraries Development was a stakeholder as my host.				
3. Gardner Webb was my sponsor is a stakeholder.				
4. Project Purpose Statement				
<p><b>Project Purpose</b> Describe the need this project addresses</p> <p>University Libraries was a relatively small development unit only consisting of four people. They hired an Assistant Director of Annual Giving and Donor Relations to address the organization's needs. There was a desire to revamp and improve the annual giving and donor relations plan for the University Libraries. There is a need to reach new segments of donors and improve in areas such as diversity. Also, because annual giving can bring in unrestricted dollars, the need for more will always be apparent. Donor relations were an area that needed to be improved. As gifts become complex and technology become savvier, the opportunities for stewardship increase. Improving the stewardship process and overall donor engagement resulted in more potential gifts. There was a direct correlation between the two, and an improvement in one will improve the other.</p>				

<b>Resources</b> <i>Describe the resources made available by the project host for this project</i>	
I used the current database (DAVIE), as well as other development resources allotted to me as a University Libraries employee. EX: CASE guidelines, University Libraries Communication Team, UNC-CH Central Annual Giving Office, UNC photograph collections, Adobe Creative Cloud	
<b>Project Deliverables</b> <i>List the high-level "products" to be created (e.g., improved xxxx process, employee manual on yyyy)</i>	
<ol style="list-style-type: none"> <li>1. GiveUNC increase (Dollars, donors, gift count)</li> <li>2. University Libraries appeals increase</li> <li>3. Increase yearly donor count</li> <li>4. Increase in yearly annual dollar amount</li> <li>5. Donor engagement Pieces (Social Media, Events...virtual &amp; in-person)</li> </ol>	
<b>Project Milestones</b> <i>Project significant accomplishments anticipated over the life of the project with estimated timeline</i>	
<ol style="list-style-type: none"> <li>1. GiveUNC Numbers (Specific Day)</li> <li>2. Yearly annual giving total numbers</li> <li>3. Appeal numbers</li> <li>4. Yearly donor counts Numbers</li> <li>5. Donor engagement pieces (number of pieces, a survey to measure engagement at the end of fiscal year)</li> </ol>	
<b>Project SMART Objectives</b> <i>Include 3 to 5</i>	
<ol style="list-style-type: none"> <li>1. Develop Annual Giving and Donor Relations Plan</li> <li>2. Increase annual dollars by 10%</li> <li>3. Increase annual donors by 10%</li> <li>4. Increase GiveUNC numbers (dollars/donors/gifts) by 10%</li> <li>5. Increase donor engagement outcomes by 10%</li> </ol>	
<b>Major Known Risks (including significant Assumptions)</b> <i>Identify obstacles that may cause the project to fail.</i>	
<b>Risk</b>	<b>Risk Rating (Hi, Med, Lo)</b>
Current Economy, and its potential effects	Hi, (Very Hi)
Changes in development policy	Med
Employee turnover	Low
<b>Constraints</b> <i>List any conditions that may limit the project team's options with respect to resources, personnel, or schedule (e.g., predetermined budget or project end date, limit on number of staff that may be assigned to the project).</i>	
There are a few constraints in this project. Everyone involved other than the sponsor is an employee of the University of North Carolina at Chapel Hill, either with the University Libraries or University Development office. We all have specific resources that are available as University Libraries employees. Staff is employed in the units, and a culture of collaboration is present. Even if there is employee turnover, other staff members will meet the needs required for each unit. The only potential constraint is the budget due to Covid - 19, and unfortunately, we have no control over it.	

**External Dependencies** Will project success depend on coordination of efforts between the project team and one or more other individuals or groups? Has everyone involved agreed to this interaction?

This project was coordinated between University Libraries with University Libraries Communication Team and University Development Central Annual Giving Team. As an employee, there is already a collaborative culture between the teams, which will continue in the project. We all work together to complete multiple projects, which are a part of our jobs.

**5. Communication Strategy** (specify how the project manager will communicate to the Host, Sponsor, Project Team members and Stakeholders, e.g., frequency of status reports, frequency of Project Team meetings, etc.)

I planned to communicate with my project host continuously. Because the host is my manager, the relationship has already been built, and communication happens daily. I plan to update my sponsor quarterly, fill out the semesterly status reports, and email her whenever questions arise.

#### 6. Sign-off

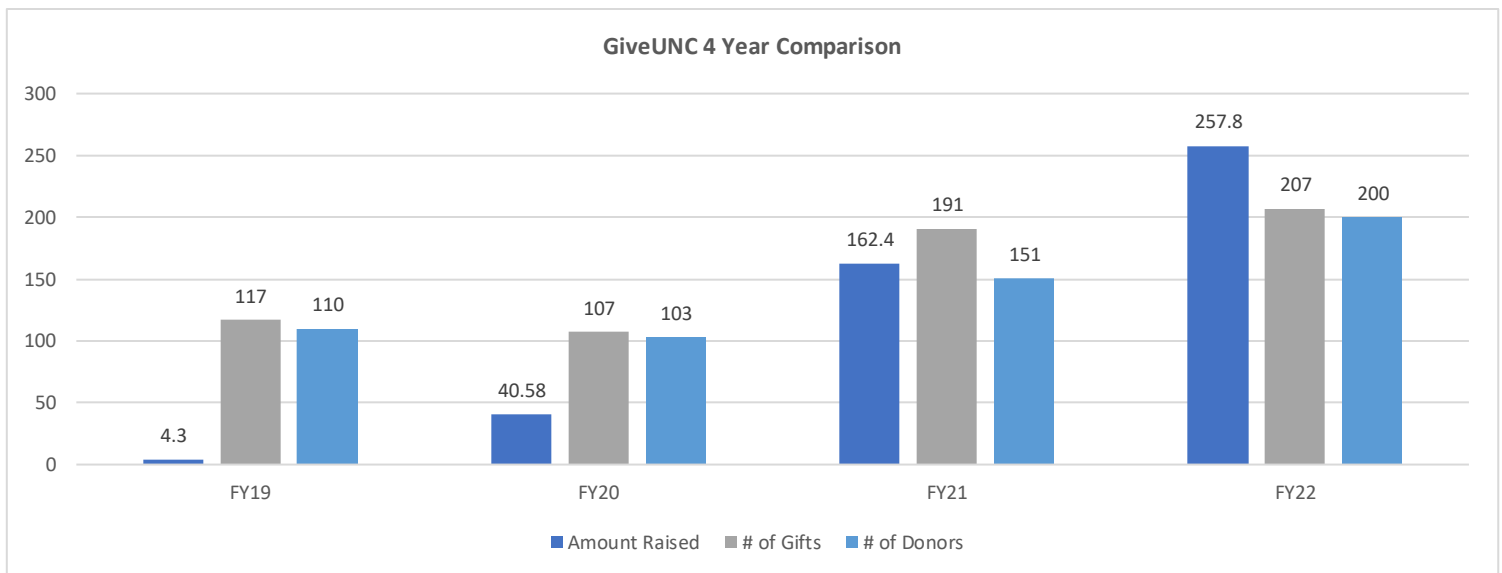
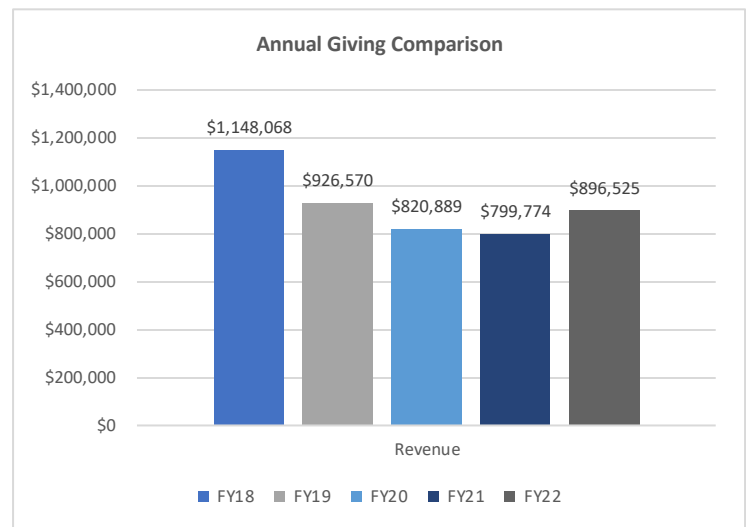
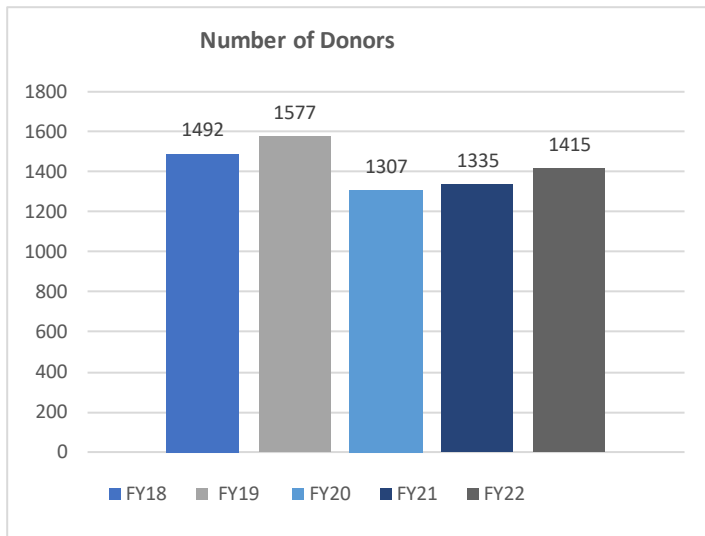
	Name	Signature	Date (MM/DD/YYYY)
<b>Project Host</b>	University Libraries Executive Director Blue Dean	<i>Blue Dean</i>	1/30/2021
<b>Project Sponsor</b>			
<b>Project Manager</b>	Tim Edelen	<i>Tim Edelen</i>	11/17/2020

#### 7. Notes

This project fits perfectly with my career goals. My ultimate career goal is to be the Vice-Chancellor of Institutional Advancement at North Carolina Central University or Howard University. My consultancy project will allow me to manage major projects and lead a team to a goal. This will be vital for when I one day lead an entire development unit. It also gives me the needed experience critical to my future success. I am very excited about the project and grateful to my University Libraries teammates and Dr. Jones for supporting me through this process.

## Appendix C

### Project Success Criteria



## **Appendix D**

### **Professional Literature Review**

#### **Introduction**

Higher education is currently in a crisis that is affecting institutions of all sizes. As the allotted funds from federal and state governments decrease and additional revenue-generating areas such as tuition fail to close the need gap, many universities and colleges find themselves in a budget crisis. This crisis affects public and private higher education institutions, resulting in the need for philanthropic support from outside sources. “Institutions of higher education, private and public alike, are turning to private giving to meet budgetary demands” (Drezner, 2011, p. 2). As a result of this crisis, both public and private higher education institutions are turning to philanthropy to help them receive the funding needed to serve their constituents adequately.

My goal in this literature review is to determine ways to bolster funding for higher education institutions, explicitly looking at annual giving and donor relations as ways to increase yearly unrestricted dollars and donors. Partnering with the University Libraries at the University of North Carolina at Chapel Hill, I developed an annual giving and donor relations plan to secure funding. For the University Libraries, having a person look specifically at these two areas is a new opportunity. Annual giving for University Libraries specifically looks to raise unrestricted dollars. In development, unrestricted funds go to the most pressing needs of an organization yearly. Donor relations are the actions that engage and thank donors for their partnership, which bring them back to donate more. In essence, both programs work together, allowing organizations to secure annual unrestricted funding from a steady donor base. The executive director of library development has emphasized the need to ensure unrestricted dollars, resulting in the need to develop a successful and sustainable annual giving and donor relations program.

## **Importance of Philanthropy**

As part of this professional literature review, I reviewed 30 research articles and leading professional voices regarding annual giving and donor relations and how to plan, develop, and run each program successfully. Each article has its ideas regarding how to run a program successfully, utilizing a plethora of programs, events, and solicitations to create a successful program. After reviewing each article, there are three themes: how to build a successful annual giving program, how to build a successful donor relation program, and finally, how to integrate the two to secure funds for the institution. Though there are multiple levels of securing funding for the University Libraries, the executive director wants to emphasize the importance of bringing in annual dollars and increasing the annual number of donors. The University of North Carolina at Chapel Hill is a public university, and public colleges and universities are funded by the United States government (federal, state, and local), student tuition and fees, and private sources (Pantoja & Rossodivita, 2019). However, over the past years, the amount of federal and state funding is decreasing. Overall, state funding for public 2- and 4-year colleges in the school year ending in 2018 was more than \$6.6 billion below what it was in 2008 just before the Great Recession fully took hold, after adjusting for inflation (Mitchell et al., 2019). Much of the yearly state and federal funding goes into the operating budget for many universities. Donations to universities can be either restricted, in which they are designated for a specific purpose, or unrestricted, which does not have a specified purpose by the donor (Pantoja & Rossodivita, 2019). The annual fund for the University Libraries looks to bring in annual dollars that go towards unrestricted funding, which supplements the yearly operating budget, which illuminates the need to increase dollars and donors to the annual fund for the University Libraries.

## Annual Giving

The first theme is how to build a successful annual giving program, and each article gives its recommendation on what is required. An annual giving campaign comprises strategic development opportunities that help universities meet and exceed their fundraising goals each year (Fitzgerald, 2019). Annual giving is made up of appeals, events, and stewardship to obtain yearly financial goals. Appeals are direct communication pieces to the prospects and donors via print or electronic delivery. These solicitations generate awareness of the mission, build relationships, and increase revenue. The most common appeals are mid-year, Giving Tuesday, and the season of giving. (Fitzgerald, 2019). Events serve as opportunities for organizations to engage with new and past donors, and stewardship is a way to share the impact of a donor's gift and thank them for their support.

According to Singh (2020), to have a successful giving program, eight steps are needed:

- form a steering committee
- plan campaign: outline your campaign goal and budget
- establish an annual giving campaign team
- analyze your donor base
- develop a marketing strategy
- launch your campaign
- thank your donors
- track your progress

Annual giving is an in-depth process that requires strategic planning to reach the endowment totals needed for the university's survival. The annual fund is the foundation of all other fundraising efforts. If one thinks of fundraising as a pyramid, the annual fund is the base of the

pyramid, bringing the smaller dollars but the largest number of donors (Dove et al., 2001).

**Figure 1**

*Greenfield's (1994) Pyramid of Giving*



*Note.* This figure describes the different levels of giving an institution can receive.

Annual giving programs are the organization's building blocks (Greenfield, 1994). Some examples of annual giving activities include a day of giving, appeals, and fund events. Each activity is used to ensure that the intended organization receives what is needed to be successful. The primary and continuing objectives of every annual giving program are

1. identify and recruit new friends and donors;
2. build lasting relationships through gift renewal and volunteerism;
3. raise the money needed each year for priority projects;
4. expand the relationship between community and organization;
5. improve public understanding of the mission;
6. increase public confidence and trust in the organization;
7. fulfill the promise to make maximum use of gifts received by rendering quality services for public benefit; and
8. provide honors and recognition to faithful donors and volunteers (Greenfield, 1994).

According to Greenfield (1994), when these objectives are at the forefront of annual giving

planning, they succeed for the organization.

Williams (2004) emphasized the importance of annual giving, explaining how it directly feeds into institutions' yearly operating budgets. This means that the annual programs need to be initially worked on to be successful and list ways to ensure a program is successful. Annual giving should have three main objectives: donor acquisition, donor renewal, and donor upgrading (Williams, 2004). Donor acquisition refers to the process of building the base of support, and a base is comprised of any of the following groups:

- first-time donor
- repeat donor
- established donor
- loyal donor
- committed major donor
- actualized donor
- lapsed donor (Williams, 2004).

Donor renewal refers to asking the current base and new potential members to join in partnership. Cultivation is a method of making prospects aware of the need for an organization's service and support (Williams, 2004). Finally, donor upgrading is taking up the pyramid of the donor on the annual level and increasing the base; upgrading donor giving moves donors further up the giving pyramid, allowing them to become more involved with the organization, providing them with more opportunities to offer and more options to give to, and sharing with them the organization's accomplishments and its future directions (Williams, 2004).

### **Donor Relations**

The second theme is how to build a successful donor relation program. Donor relations

are very similar to customer service because many of its actions are the same. It is critical to make every donor feel unique and vital, just like excellent customer service makes you feel valued. Besides improving donor retention, good donor care drastically increases and improves donor loyalty and enthusiasm for your organization, which often leads to more substantial gifts and better networking opportunities (Forbes, 2020). This means that when donor relations are effective, it results in more funding. According to Forbes (2020), five things are mandatory for successful donor relations programs:

- understand your donor data (and use it)
- ask, thank, report back, repeat
- make it easy for your donors to give in a variety of ways
- show PDG (public displays of gratitude)
- get donors involved with what you do

Determining how to connect with your donors is a challenge all organizations encounter. As a result of this inevitable problem, many organizations use elaborate strategic planning to increase donor reactions. These activities are all done in an effort to ensure that all organizations obtain donors. Jeter (2018) suggested that planning effective stewardship strategies or extending relevant engagement opportunities and mastering donor relations should always be a top priority for organizations in their efforts to increase donor relations. Jeter then listed steps to determine what makes a donor relations program:

- streamline donor relations by investing in a nonprofit customer relations management (CRM)
- improve your donor relations by segmenting supporter lists
- track donations to better plan donor relations activities

- customize your CRM's dashboard to track donor relations metrics
- use your donor management system to master nonprofit communications

Jeter emphasized the importance of using technology to ensure donor relations are successful, highlighting the need for CRMs. CRM is a technology platform that allows organizations to track and manage their donors, which results in the donor relation process being streamlined (Jeter, 2018).

Effective donor stewardship is all about turning first-time donors into loyal, recurring donors and is essential to keeping your donor retention rate where it should be (Weinger, 2019).

Weinger (2019) listed strategies that lead to successful stewardship:

- understand and use your donor data effectively
- make it easy for your donors to leverage the impact of their gifts
- publicly thank your donors for all they do

The coordination of these level strategies will lead higher education institutions to successful donor relations programs. Demonstrating appreciation is an excellent way to guarantee your organization maintains a relationship with them over the long haul (Weinger, 2019). Donors are essential to the philanthropic success of organizations, so maintaining the relationships is imperative.

There are many similar concepts and thoughts when comparing the programs, the different donor relation theories, and the keys to success. Helping create and sustain healthy donor relationships is one of the essential things your board team can do to support your organization. If you have strong donor relationships, you can better plan your fundraising goals and efforts and count on your donors' continued contribution to your cause (Tedesco, 2019).

Tedesco (2019) then listed four ways to create successful donor relations within the organization:

- maintain a well-informed leadership team
- create a staff team with dedicated roles
- conduct focused prospect research
- enable board leadership to participate in fundraising

A leadership team has the potential to be significantly involved in your donor relationships. You should utilize its experience and expertise to improve your donor relationships (Tedesco, 2019). All the theories discuss how strong donor relations correlate to increased dollars for their respective organizations. Tedesco (2019) discussed how each area works together to create a successful program.

Donor recognition is any action or item used by an organization to express appreciation to or for those who provide philanthropic support (Flynn & Tuomi, 2017). Higher education institutions rely on the support of donors to meet the needs of their organization, which is not covered by federal and state funding. Ultimately, donor recognition should seek three crucial things for the donor audience: access, information, and recognition (Flynn & Tuomi, 2017). By implementing these three items, the donor relations program is positioned to draw sustainable support which is essential to the success of the organization. Donor recognition is a delicate balance between the organization's needs, goals, and resources and the effort to thank and further engage a donor (Flynn & Tuomi, 2017).

### **The Combination**

The third theme is the importance of higher education institutions integrating annual giving and donor relations as a joint operation to secure funds. It is about going above and beyond simply securing a contribution and instead becomes a mindset that permeates and drives every aspect of fundraising (Jha, 2021). Jha (2021) then listed three steps that make this process

work: cultivation, solicitation, and stewardship.

At the annual giving level, there is a constant process of cultivation, which is the art of finding ways to engage donors. This could be keying in on the interest of donors. Next is solicitation, which is asking donors to make gifts, and finally, the stewardship. This step involves reporting the impact of the gift and thanking them. Because we are at the annual level, much of this is done through web and mail solicitation, making it important to utilize the best practices for each area. Focusing on the donor engagement cycle also lets everyone—board, staff, volunteers, and donors—become engaged and participate in fundraising and nurturing relationships with donors (Jha, 2021).

Improving your relationships with your donors can result in more revenue. Meanwhile, improving the way you approach fundraising can increase transparency, resulting in better donor relations (Love, 2019). There is a connection between implementing successful donor relations and having success in fundraising. For a program to be successful, it is important each program drive the other to succeed. Love (2019) emphasized the importance of both programs working congruently and listed the following eight tips to ensure a symbiotic relationship:

- keep an eye on donor retention rate
- know the factors of engagement
- know each donor's history
- kick-start prospect research
- communicate using various platforms
- use effective language in communications
- use social media to show appreciation
- ask donors how they feel about the organization.

Each of these steps engages a combination of both donor relations and annual giving. For example, donor retention ensures a donor continues to annually give to the organization. To ensure this happens, it takes a delicate balance of soliciting, engaging, and stewarding a donor. An organization's donor retention rate is an excellent indication of how well your nonprofit maintains its relationships with donors (Love, 2019). When comparing both Jha (2021) and Love (2019), there are many similarities between the two, explicitly displaying the connection between the thanking and asking of donors. Overall, it is essential to work both successfully to ensure that dollars are raised for the organization.

### **Summary**

This professional literature review supports that there needs to be a collaborative effort between the annual giving and donor relations program for the organization to be successful. Jha (2021) stated that there is a connection between implementing a successful donor relationship and having success in fundraising. For a program to be successful, each program needs to drive the other to succeed. The literature discussed throughout this paper listed a plethora of strategies that are necessary for both programs individually to be successful. Schmidt (2018) listed eight steps that lead to a successful organization; when reviewing them, you see similar steps in all three themes. The same can be viewed when reviewing Jeter's (2018) article regarding developing a successful donor relations program. Specifically, both Jeter and Schmidt emphasized the importance of analyzing your donor base, and this is just one of the many overlapping similarities.

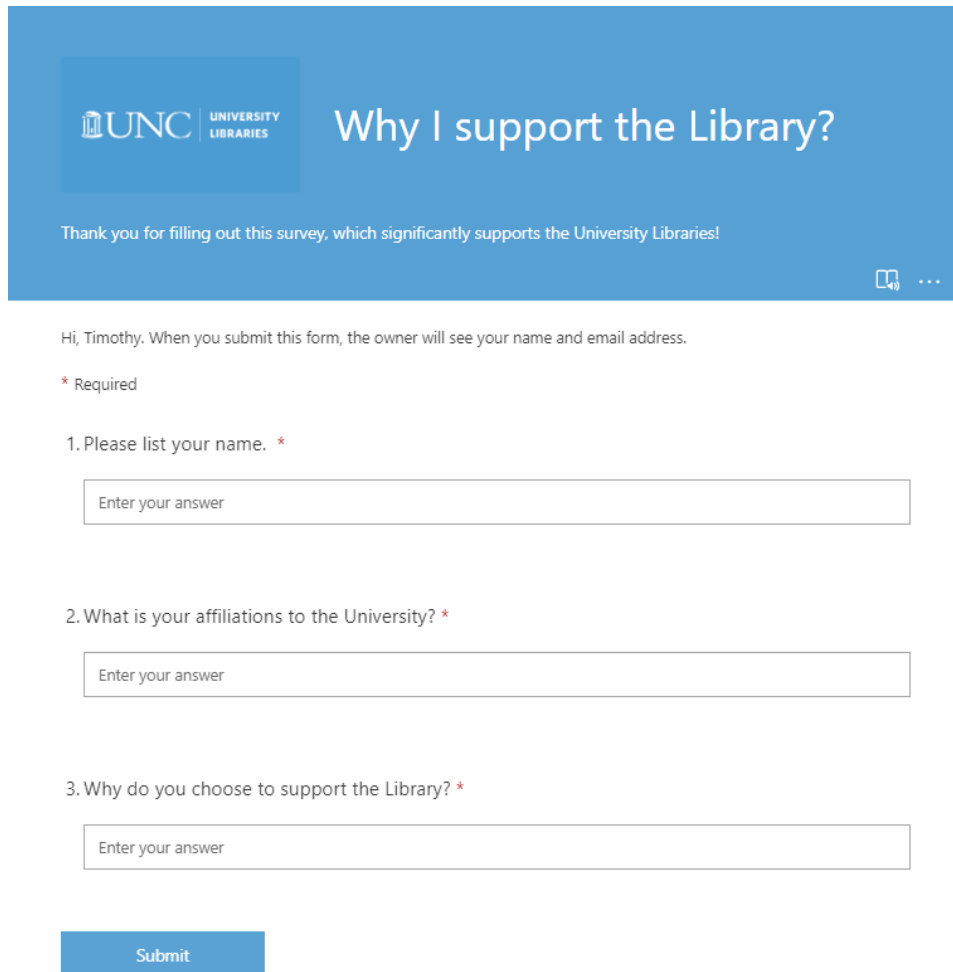
There has to be coordination between each program for higher education institutions to build successful annual giving and donor relations. Based on the text's themes, the most effective organizations combine the practices that will aid them in the cultivation, solicitation, and

stewardship processes. Cultivation refers to the process of engaging a potential donor in the work and purpose of the organization. This would fall under actions that are aligned with donor relations. Next, the solicitation is where the donor is asked to make a gift to the organization. In this action, an organization is asking the donor to actively partner with the organization. The results of this step being successful are directly correlated to the relationship that was built. Finally, stewardship is the act of thanking the donor and is essential to securing annual donors. Williams (2004) emphasized the importance of annual giving, explaining how it directly feeds into the yearly operating budget of institutions. Overall, when there is consistent coordination with each program, an organization will be actively placing itself in a position to achieve success.

## Appendix E

### Survey Questions/ Interview Question

#### Survey



**UNC UNIVERSITY LIBRARIES**

## Why I support the Library?

Thank you for filling out this survey, which significantly supports the University Libraries!

Hi, Timothy. When you submit this form, the owner will see your name and email address.

\* Required

1. Please list your name. \*

2. What is your affiliations to the University? \*

3. Why do you choose to support the Library? \*

**Submit**

#### Interview Questions

- What is your affiliation to the library?
- What area of the library were they most interested in?
- Why do they support the library?

## **Appendix F**

### **Annual Giving and Donor Relations Plan**

#### **University Libraries Annual Giving and Donor Relations Program Plan**

#### **Overview**

The annual giving program aims to set a strategy through the University Libraries that will raise unrestricted dollars and grow the Library's donor base to ensure we are well-positioned for current and future philanthropic activities.

#### **Goals**

The goal of the University Libraries Annual Giving program is to bolster the Library's donor base and increase unrestricted dollars in efforts to position us for current and future philanthropic activities.

#### **How**

Through strategically looking at data from the University Libraries past annual giving activities, I identified the following strategies to increase unrestricted dollars and donors:

- Create/Implement Giving Societies
- Intentional collaboration with Campus partners
- Joint projects with Donor Relations Program
- Increase social media to expand interest
- Reactivate class campaigns
- Pipeline Development/Segment Identification
- Grow current segments
- Utilize Library spaces to build connections

#### **Why**

The University Libraries provides services for all Tar Heels, both on and off-campus. By increasing the annual unrestricted dollars and growing our constituent base, the library will increase support, resulting in our expanded capacity to impact all Tar Heels.

#### **Current Segments**

FLSW (Former Library Student Workers)  
 Past and Current Library Parents  
 Class of 1991, 1993, 1994, 2003 (Classes that have Funds with the Library)  
 Gerrard Society  
 Event Attendee& Event Registrants  
 Special Codes LKT  
 Stewarded Donors (Donors that have endowments to Library)

ABL (Administrative Board of the Library)  
 Current and Past Friends of the Library Board of Directors  
 Di – Phi Society (Debate Society)  
 Current and retired Library faculty and staff

### **Current Appeals**

Appeals: (CYE, FYE, GiveUNC)  
 Quarterly emails (Sept, Dec, Mar, June)  
 One – off appeals: (Class of 1991) (FLSW Windows Piece)

### **Donor Relations Goal**

The donor relations purpose is to engage and retain donors, grow the donor base, and share the purpose of the projects through displaying the works that is created and shared with the broader community.

### **How**

Through strategically looking at the Universities Libraries donor relations activities and surveying the vastness of the library work, the donor relations program will achieve its goals through the following action:

- Closer collaboration with the annual giving program
- Share work more broadly on social media
- Partner with different infinity groups on campus
- Host events in library spaces to display connection

### **Donor Relations Activities**

Weekly Stewardship  
 Endowment Reporting  
 Events – (Table Talk, Lunch and Learn, Well Read Series)  
 GiveUNC in-person event

### **Connection between Annual Giving and Donor Relations**

Annual giving and donor relations work closely at the University Libraries. In fact, donor relations drive the people to make gifts to the Library, which qualifies them as annual givers. There needs to be strategic coordination between the two to bring support to the Library.

### Next Fiscal Year Annual Giving/ Donor Relations Action Steps

**Action #1:** Plan, develop, and gain buy in from Library Leadership (LLT) on Giving Societies that can be implemented in Fiscal Year 2024.

**Action #2:** Work closely with the Donor Relations programs promote growth to donor base. Especially, as the campaign ends, and we start an in-depth stewardship program.

**Action #3:** Plan & host events to attract, retain, or upgrade donors: (Fall luncheon, Fall youth football event, potential event in the Spring “GALA/Fundraising event”

**Action #4:** Collaborate closely with campus partners in upcoming year: (Parent weekend, GAA)

**Action #5:** Work closely with Comms to track impression on social media to add them to new feature in Davie, “interest.”

**Action #6:** Activate class campaigns (1991, 1993, 1994, 2003) to draw support from Library supporters.

**Action #7:** Continue data work to identify new segments or additions to currently established segments.

**Action #8:** Fully define what a Friend of a Library is so we can continue to know what’s needed to be successful.

**Action #9:** Strategically use Library work and stories to better communicate philanthropic impact in Library appeals and stewardship. (Ex; Library CALA story)



## Fiscal Year End Appeal

### 2021 Fiscal Year End Appeal



The University of North Carolina at Chapel Hill  
Post Office Box 309  
Chapel Hill, NC 27514

Dear (salutation):

As a supporter of the University Libraries, you are part of a vibrant and inclusive library community, along with every Carolina student, every faculty member, and every unit on campus.

This past year found us thinking about community in new ways as we innovated to remain open and share the Library's resources and expertise. On campus, we made sure that library buildings provided a safe and welcoming space for students. We connected with Carolina's remote students and faculty through virtual library assistance and classes, helping this community of scholars keep right on learning, teaching, and researching.

We also developed new ways to stay in touch with Library Friends like you. While we look forward to welcoming you back to special events in Wilson Library next year, we continue to enjoy bringing great speakers directly to you in your home through virtual series like Well Read and Off the Shelf.

Building and supporting communities is at the heart of everything we do as librarians. Your investment makes it possible for us to do this in new ways, and for us to keep ahead of the ever-expanding needs of the students and faculty who make Carolina a community like no other.

Like many of you, I am looking forward with optimism and great anticipation to the days ahead. As campus begins to reopen, the University Libraries will continue to reinvent community. I invite you to be part of this journey with us and with supporters like you who know that strong libraries build strong communities.

With appreciation,

Elaine L. Westbrook  
Vice Provost for University Libraries and University Librarian

P.S. – Your gift today can help us close the financial year strong. Thank you!



*In my book, as the Library goes, so goes the University. Libraries are the heart of this university, and they must be protected and nurtured at all costs.*

WILLIAM R. FERRIS

José R. Williamson Eminent Professor of History  
and member of the Friends of the Library Board of Directors



The University of North Carolina at Chapel Hill  
Post Office Box 309  
Chapel Hill, NC 27514

Dear (salutation):

Throughout my five years at Carolina, you and other supporters of the University Libraries have been there every step of the way. Your investment has helped create vital and evolving libraries that stand at the heart of campus and that serve our entire community without exception.

In June, I will leave part of my heart at Carolina as I move on to the next chapter of my career. At Chapel Hill, I have worked alongside gifted colleagues to help the University Libraries meet the changing needs of our community.

I am especially proud of our commitments through the *University Libraries' Reckoning Initiative*, which uses equity, inclusion, and social justice as a lens for all that we do, and the *Sustainable Scholarship Initiative*, which works to make scholarly research publications affordable, sustainable, and open. These are two ways that the University Libraries has led on campus and set the standard for academic research libraries everywhere.

Maria R. Estorino, Associate University Librarian for Special Collections and Director of the Wilson Special Collections Library, has been a partner on these initiatives and more. I am thrilled that Maria has been named Interim Vice Provost for University Libraries and University Librarian. Her passion and dedication ensure that Carolina's libraries will continue leading the way.

I invite you to make a gift to the University Libraries today. Your donation will help our library system continue to excel in supporting the ever-changing needs of Carolina.

Sincerely,

Elaine L. Westbrook  
Vice Provost for University Libraries and University Librarian

P.S. – We are already looking ahead to the next academic year. Your gift today will help the University Libraries make it the best year yet for Tar Heels everywhere.



*The dedication of our friends and staff, and the support of campus, give Carolina's libraries an energy all their own. I couldn't be more excited to take on the role of Interim University Librarian.*

MARÍA R. ESTORINO  
Incoming Interim Vice Provost for University Libraries and University Librarian

## GiveUNC Appeal

### 2021 GiveUNC AM Appeal



SUPPORT the UNIVERSITY LIBRARIES

Charles Kuralt asked, "What is it that binds us to this place as to no other?" Of all the places and spaces on campus, the Library truly is like no other. It is what makes Carolina "the university of the people."

Your gift to the *University Libraries* will make today – GiveUNC – a day like no other. What other single gift will you make that preserves the past, strengthens our present, and prepares for a better future?

Supporting the University Libraries ignites innovation and fuels discovery in every discipline across the University. And today, *your gift will go further* thanks to generous donor challenges that multiply your investment.

Be sure to share the excitement on social media using *#GiveUNC* and stay tuned throughout the day for updates on our progress.

Thank you for making today a great day to be a Tar Heel!

Elaine L. Westbrook  
Vice Provost for University Libraries and University Librarian

P.S. An inspired '91 PhD alumna will give \$100,000 to the Library's reckoning and social justice initiatives if 100 others give to University Libraries!

MAKE A GIFT

Due to the nature of GiveUNC, you may also receive emails from other programs across campus. If you have already made your GiveUNC gift this year, thank you!

[Unsubscribe from GiveUNC Emails](#)

## 2021 GiveUNC PM Appeal



SUPPORT the UNIVERSITY LIBRARIES

We're almost there!

Thanks to generous members of the Carolina community, this is already a day like no other for the University Libraries!

Now, we need just a few more donors...like you! Every gift – no matter the amount – helps bring outstanding library experiences to Tar Heels near and far. **Can we count on your support?**

There is still time for YOU to make a difference and keep the University Libraries a place like no other. Be sure to check out these donor *challenges* and make GiveUNC a day like no other!

Thank you for your partnership. We can't do it without you!

MAKE A GIFT

Due to the nature of GiveUNC, you may also receive emails from other programs across campus. If you have already made your GiveUNC gift this year, thank you!

[Unsubscribe from GiveUNC Emails](#)

## 2022 GiveUNC AM Appeal



SUPPORT *the* UNIVERSITY LIBRARIES

Carolina's libraries are game changers. With the University Libraries on their team, students and faculty know they have a competitive edge. Simply put, Carolina would not be a top-tier research institution without the University Libraries.

At Carolina, expert librarians, curators, and archivists power student success, faculty excellence, and a robust research enterprise. Campus libraries provide state-of-the-art technology and resources so that Tar Heels on and off campus can access information. And, Library collections open minds, widen worlds, and spark solutions for a more diverse, equitable, and inclusive future.

Be sure to share the excitement on social media using [#GiveUNC](#) and stay tuned throughout the day for updates on our progress.

Thank you for making today a great day to be a Tar Heel!

**Elaine L. Westbrook**

Vice Provost for University Libraries and University Librarian

P.S. Today, your gift will go further thanks to generous donor challenges that multiply your investment. [Click here](#) to learn more!

MAKE A GIFT

Due to the nature of GiveUNC, you may also receive emails from other programs across campus. If you have already made your GiveUNC gift this year, thank you! You truly make Carolina a place like no other.

**GiveUNC**  
3.29.22

## 2022 GiveUNC PM Appeal



SUPPORT *the* UNIVERSITY LIBRARIES

We're almost there!

I want to send a sincere thank you to the generous members of the Carolina community who have already made **this a day like no other for the University Libraries!**

There is still time to join fellow Tar Heels to keep the momentum going. Your gift will make a difference and help us reach our goal. Be sure to check out our [donor challenges](#) to learn how your support goes further!

Thank you for making this a day like no other. We can't do this without you!

MAKE A GIFT

**Elaine L. Westbrook**

Vice Provost for University Libraries and University Librarian

Due to the nature of GiveUNC, you may also receive emails from other programs across campus. If you have already made your GiveUNC gift this year, thank you! You truly make Carolina a place like no other.

**GiveUNC**  
3.29.22

## Appendix H

### Event Calendar

<b>Event</b>	<b>What</b>	<b>Audience</b>	<b>Date</b>
Lunch and learn	Hour meeting for donors to learn about Library events	Current or future donors, students, staff, faculty	June 2021
Lunch and learn	Hour meeting for donors to learn about Library events	Current or future donors, students, staff, faculty	Sept 2021
Board meeting	Meeting for Friends of the Library Board members to update all Library activities	Friends of the Library Board Member	Nov 2021 Nov 2022
Lunch and learn	Hour meeting for donors to learn about Library events	Current or future donors, students, staff, faculty	December 2021
GiveUNC Event	Event to share library information in efforts gain support	Current of future donors, students	March 2021 March 2022
Board meeting	Meeting for Friends of the Library Board members to update all Library activities	Friends of the Library Board Member	April 2021 April 2022
Lunch and learn	Hour meeting for donors to learn about Library events	Current or future donors, students, staff, faculty	May 2022
Well Read Event		Current or future donors, students, staff, faculty	August 2021/2022 Sept 2021/2022 Oct 2021/2022 Dec 2021/2022 Jan 2022 May 2021,2022

## Appendix I

### Donor Newsletters

#### September 2022 Newsletter



Dear Friends,

Fall is synonymous with football, and I am excited to be back in the stands at Kenan Stadium to cheer on the Tar Heels.

You may know that Kenan Stadium holds 51,000 fans on game day, but did you know the University Libraries welcomes more than 57,000 visitors each week? In fact, more than 2.7 million students, faculty, researchers, and community members come through our doors each year. That's the equivalent of filling Kenan Stadium (and then some) every week for an entire year.

Like players on the field, the University Libraries must be strategic, nimble, and ready to pivot. With the onset of the pandemic, Carolina's libraries rallied to meet the needs of students, faculty, and researchers working remotely. Our expert staff quickly shifted to online and no-contact services, a transition that made teaching and research possible during a difficult time.

As soon as we could, we safely reopened our buildings to remain the go-to destination on campus for learning and discovery.

The University Libraries does not fumble. Year in and year out, we support the work of every student, every faculty member, and every campus department, without exception.

Donors are an important part of our winning team. Philanthropic support is a game-changer. Your generosity funds the work of librarians whose expertise is vital to the success of a research project. It unlocks access to new areas of online teaching. It is how we can purchase high-speed scanners that make archival materials available to researchers without their needing to set foot on campus.

As you are cheering on the Tar Heels this fall, don't forget to show your support for the one place on campus where Carolina always wins — the University Libraries!

Sincerely,

Elaine L. Westbrook  
Vice Provost for University Libraries and University Librarian

GIVE NOW

#### December 2022 Newsletter

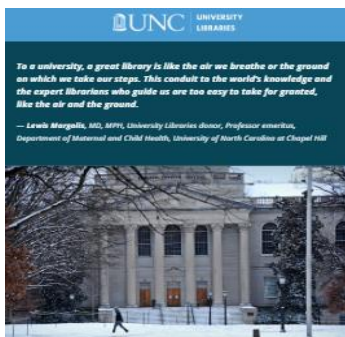


Image from the Chapel Hill Image Collection, 1750-1950. North Carolina Collection Photographs Archive, Wilson Special Collections Library, University of North Carolina at Chapel Hill.

Dear Friends,

Carolina's libraries are a hub of activity year-round. These past few weeks have been especially busy as students crowded our spaces day and night, preparing for final exams and projects.

It has been a trying year for these students and, indeed, for all of us. It has also been a year that reminded us of what is truly important.

The University Libraries spent much of 2021 reimaging and expanding services as campus fully reopened. Students wasted no time returning to library spaces. At the same time, we continue to refine online options so that students thrive, whether they are learning in the classroom or remotely.

Our campus has known tragedy this year, as the mental health crisis in our nation hit close to home. In November, students, faculty, and staff came together for a Mental Health Summit addressing campus culture, stress services, and prevention. Hearing from students reminded me once again that libraries have a special role to play. It is more important than ever for us to provide a safe and welcoming space for all, and to foster a culture of compassion and care.

Finally, this fall brought unprecedented reductions to the library's collections budget as the University seeks to address longstanding budget challenges. Working creatively to reverse these setbacks has been—and will continue to be—my highest priority. We and the University's leadership must find a sustainable, recurring library budget that is appropriate to a top-tier research university. While this will take time, I am committed to doing everything I can to get us there.

Through these challenges, we have been moved and humbled to hear from so many members of the Carolina community eager to help, support, and speak up for the University Libraries. I am always grateful for your friendship and advocacy. This year, they have meant more than ever.

Carolina is fortunate to have a world-class research library system. We are fortunate to have deep collections that preserve the complex history and culture of the American South, the state of North Carolina, and the University. We are fortunate to have expert librarians and archivists who support the work of every student, every member of the faculty, and every campus department—without exception.

It can be easy to take these things for granted because we expect excellence from our libraries. With your continued partnership, we will remain a leader among academic research libraries and build on our foundation of excellence at the nation's first public university.

I remain proud to serve this University and I am deeply grateful to work with the outstanding team at the University Libraries. They turn challenges into opportunities, and they do so with commitment, professionalism, and passion.

I hope you and yours have a wonderful holiday season. May the new year bring us all many reasons to reflect on our good fortune.

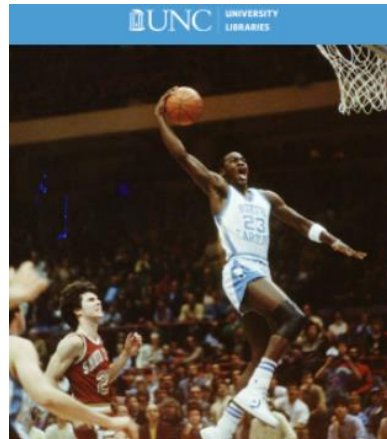
With warmest wishes,

Elaine L. Westbrook  
Vice Provost for University Libraries and University Librarian

P.S. We are embarking on the final year of the Campaign for Carolina. To help the University Libraries meet our \$50 million campaign goal, please make your tax-deductible gift today.

GIVE NOW

#### March 2022 Newsletter



UNC-Chapel Hill player Michael Jordan #15 going up for a dunk in a game against Santa Clara, Little Caesars Arena, Santa Clara, CA.

Dear Friends,

It is hard to believe that it is March, but here we are! Students are looking forward to spring break, faculty and staff are looking forward to a little peace and quiet, and basketball fans can't wait for March Madness.

I was recently thinking about a March Madness game for the record books — the 1982 National Championship. Flashback to March 29, 1982 — a confident 19-year-old GOAT freshman hit a 16-foot jump shot with 15 seconds left. This was the winning shot, leading the Tar Heels to a 63-62 victory over the Georgetown Hoyas.

That was a day of infancy for me. My sister played for Georgetown, and I went to school crying the next day. Little did I know that 40 years later, I would work at Carolina. And, if you know me, you know I am a Tar Heel through and through.

I have changed over the last 40 years, and so has Carolina. But one thing has remained constant. Like Michael Jordan, the University Libraries is a game changer for Carolina.

Coincidentally, this year's GiveUNC is taking place on March 29. Like the 1982 Tar Heels, the University Libraries is competing for the GiveUNC championship and when Carolina's libraries win, the entire University — students, faculty, and researchers — win.

I am asking you to consider making a gift to support the University Libraries on GiveUNC. Let's make 2022 a year for the University Libraries' record books. And when you make your gift, you can unlock multiple donor challenges that will increase your support. Be sure to check out the University Libraries GiveUNC website to learn more.

Go, Heels, and go, University Libraries!

Sincerely,

Elaine L. Westbrook

P.S. Mark your calendars for GiveUNC on Tuesday, March 29. Be a game changer and support the University Libraries!

GIVE NOW

## Appendix J

### Communication Calendar

Month Begin	Project	Partner/s and Role	Theme	Audience	Content Due To Comms	Drop Date
July	Acknowledgement - Fall Semester	LIB Comms	Fall Semester Start	Weekly donors (8/16 - 11/15)	Aug 2	Aug 16
July	Stewardship – ELW Quarterly – September	LIB Comms	TBD	\$100+ donors from FY22 or FY21	Aug 2	Sep 9
July	Appeal – Class of 1991	LIB Comms	Class of 1991	Class of 1991	Aug 15	Oct 1
August	Appeal - FY22 CYE Mail Appeal	LIB Comms UDO AG/Comms	Year End / Impact	Specific donor criteria determined with UDO	Sept 1	Nov 8 (CAG Confirmed)
August	Appeal – FY22 CYE Email Appeal	LIB Comms UDO AG/Comms	Year End / Impact	Specific donor criteria determined with UDO	Sept 1	Nov 15 (CAG Confirmed)
August	Appeal - FY22 December Email Appeal	LIB Comms UDO AG/Comms	Year End / Impact	Specific donor criteria determined with UDO	Sept 1	Dec 27 (CAG Confirmed)
August	Acknowledgement – Year End	LIB Comms	End of the year	Weekly donors (11/15 - 1/1) and Recurring donors	Sept 15	Nov 15
August	Endowment – FY21 Unified Report	LIB Comms UDO	Endowment impact reporting	Stewarded endowment donors pan University	Aug- Oct	Nov-Dec
September	Stewardship – ELW Quarterly - December	LIB Comms	TBD	\$100+ donors from FY22 or FY21	Oct 8	Dec 8
September	Stewardship - Holiday card	N/A	N/A	Select donors/prospects determined by Lib Dev team	Oct 15	Dec 13
October	Acknowledgement - New Year	LIB Comms	New Year	Weekly donors (1/1 – 2/1)	Nov 1	Jan 1
November	Stewardship – Current Parents	LIB Comms	TBD	Current Parents	Dec 1	Feb 1
November	Acknowledgement - February	LIB Comms	Love Your Library	Weekly donors (2/1 – 2/28)	Dec 1	Feb 1
December	Acknowledgement – Spring Semester start	LIB Comms	Spring Semester	Weekly donors (3/1 – 5/1)	Jan 5	Mar 1
December	Stewardship – ELW Quarterly - March	LIB Comms	TBD	\$100+ donors from FY22 or FY21	Jan 9	Mar 9
December	GiveUNC package	LIB Comms UDO AG/Comms	TBD	Specific donor criteria	Jan 1	Mar 29
January	Appeal – Former Library Student Workers	LIB Comms	Former Library Student Workers	Former Library Student Workers	Feb	Apr TBD

February	Acknowledgement – Semester End / Summer	LIB Comms	Semester end / summer	Weekly donors (5/1 – 8/1) and Recurring donors	Mar 1	May 1
February	Appeal - FY22 FYE Appeal	LIB Comms UDO AG/Comms	FYE Appeal	Specific donor criteria determined with UDO	Mar 1	May
March	Stewardship – ELW Quarterly – June	LIB Comms	TBD	\$100+ donors from FY22 or FY21	April 8	June 8
April	Stewardship – All FY22 Donors	LIB Comms	Thank you	All FY22 Donors	May 15	July mid
April	Phone-a-thon place mat	LIB Development	Library Priorities	Student caller script	May	July

## Appendix K

### Communication Plans

#### Annual Giving

Project Name	Description	Project Type	Project Dates
Fiscal Year End Appeal	Appeal that's sent at the end of the Fiscal Year to Library Donors based on our constituent matrix.	Mailed Appeal  Emailed version sent as a follow up.	Mailer sent out  Email follow up sent
Elaine Quarterly Email – June  *will need to change name as Elaine is leaving*	Quarterly communication piece that's a Library update from Elaine. There is an option to make a gift, making it an appeal.	Email only  Images Language  Potential Articles	Email sent
Pan – University Appeal	University appeal sent out by Central Annual Giving. Content is based on theme they determine.	Mailed only  Appeal language  Images	Content due in June Actual due date: TBD
Library Parent Appeal	Appeal to Library parents asking them to make a gift to the Library. Specific details are still being determined.	Email only  Appeal language  Images  Video	Date TBD
Elaine Quarterly Email – September  *will need to change name as Elaine is leaving*	Quarterly communication piece that's a Library update from Elaine. There is an option to make a gift, making it an appeal.	Email only  Images Language  Potential Articles	Date TBD, most likely middle of August. "Still need to be Determined"
Calendar Year End Appeal	Appeal to University Libraires donors at the end of the Calendar year, and in this case, end of the Campaign.	Email and Mail  Appeal language  Images  Appeal design ideas	Date TBD, most likely last week of August or first week of September
Elaine Quarterly Email – December	Quarterly communication piece that's a Library update from Elaine. There	Email only	Date TBD, most likely middle of August. "Still need to be Determined"

*will need to change name as Elaine is leaving*	is an option to make a gift, making it an appeal.	Images Language Potential Articles	
December Calendar Year End Follow up email	Appeal to University Libraires donors at the end of the Calendar year, and in this case, end of the Campaign. – email only	Email only  Appeal Language  Images	Date TBD, most likely last week of August or first week of September

### Endowment Reporting

Project Name	Description	Project Type	Project Dates
Unified Impact Report	Top tier University wide donors who get their endowment reports before other. List comes from the University Development Office “Donor Relations Unit”.	Mailed  Cover Letter  Image of Head of Library  Impact Report  Financial Documents	First batch Oct and second batch November, but actual dates
Odder/ non - Odder	Endowment reports for Library donors.	Emailed through ThankView/Mailed  Cover Letter (same as unified)  Video from head of Library  Financial Document	Sent in December, actual date TBD

### Remaining Projects

Project Name	Description	Project Type	Project Dates
Weekly Acknowledgement Letters	Letters thanking donors who may weekly gifts to the Library	Mailed Letter  ThankView email/video sent	Sent weekly to donors/ changes based on Themes (i.e; Semester start, year-end, Year - start)
Library Parent Stewardship	Video thanking parents who support the Library.	Video acknowledgment	End of June beginning, actual date (TBD)

	Connected parent appeal in august		
Fall Luncheon	Lunch to steward donors who made gift over certain criteria for the Library	Luncheon	(TBD)
Fall Board Meeting	Meeting to update Board on Library activities	Board meeting	(TBD)
End of Campaign Thank You	Thank You video/email TBD to all Library donors during Campaign for Carolina	Video or email *still need to decide* we will have potential grant money to make this special	(TBD)
Holiday Card – Board Members/ specific donors	Holiday cards sign by Library Development Staff to Board member	Purchased cards signed	(TBD)
Holiday Card Library Donors	Virtual Holiday card to donors from Fiscal years	Email Thank you	(TBD)

## Appendix L



Completion Date 22-Feb-2021  
Expiration Date 22-Feb-2024  
Record ID 41101839

This is to certify that:

**TIMOTHY EDELEN**

Has completed the following CITI Program course:

**Graduate School of Education Research Investigators**

(Curriculum Group)

**Graduate School of Education Research Investigators**

(Course Learner Group)

**1 - Basic Course**

(Stage)

Not valid for renewal of certification  
through CME.

Under requirements set by:

**Gardner-Webb University**

**CITI**  
Collaborative Institutional Training Initiative

Verify at [www.citiprogram.org/verify/?wd79e1579-fba5-4d42-b327-58493014df70-41101839](http://www.citiprogram.org/verify/?wd79e1579-fba5-4d42-b327-58493014df70-41101839)

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